



**King County**

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**Department of Community and Human Services  
Veterans and Human Services Levy**

**2012-2017 Levy Evaluation Implementation Plan  
2017 Update**

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# 2012-2017 VHS Levy Evaluation Implementation Plan

The 2012-2017 VHS Levy Evaluation Implementation Plan will guide the development and implementation of performance measurement and evaluation activities of the new levy. The Department of Community and Human Services, Community Services Division, Performance Measurement and Evaluation Unit has created this plan and will coordinate its implementation, with regular reporting to levy stakeholders such as the levy oversight boards, King County elected officials, and especially the taxpayers who passed the levy ballot measure in August of 2011.

The implementation plan is divided into three sections, along with a referenced addendum.

SECTION I – LEVY EVALUATION FRAMEWORK	Pages 2 - 6
SECTION II – LEVY EVALUATION MATRICES	Pages 7 - 10
SECTION III – PERFORMANCE MEASURES AND 2016 LEVY TARGETS	Pages 12 - 24

Available through contacting levy evaluation staff:

ADDENDUM A – ACTIVITY LEVEL EVALUATION TEMPLATES
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## **SECTION I – LEVY EVALUATION FRAMEWORK**

### **Performance Evaluation and the 2012-2017 Veterans and Human Services Levy**

The voter-approved 2012-2017 Veterans and Human Services Levy (VHS Levy) represents a continuing commitment by the voters of King County to meet the human services needs of vulnerable people, especially veterans and their families. As the voters have renewed the original 2006 VHS Levy, King County has renewed its commitment to use Levy resources as wisely and effectively as possible in meeting planned goals and objectives. Meaningful, timely and accurate performance reporting and evaluation have been, and will continue to be, essential for VHS Levy management and accountability.

The Veterans and Human Service Improvement Plan (SIP) 2012-2017 has been developed to guide Levy implementation activities and was adopted by King County Council Ordinance 2011-0419.2. The SIP calls for evaluation activities to:

- 1. Provide information for the public and policy-makers regarding the impact of levy-funded activities on the overall goals and strategies of the levy.***
- 2. Provide the boards with the information they need to provide sound and informed oversight of levy activities.***
- 3. Provide County program managers with the information they need to continually improve the quality of the levy activities they manage.***

## **Overall VHS Levy Goals/Strategies:**

The SIP and the adopting ordinance have called for semi-annual performance reporting on levy activities. Performance reporting will show how each funded service activity and accompanying results contribute to realizing the three overall levy goals, and fulfill on the four key strategies identified for achieving these goals.

The 2012-2017 VHS Levy Goals:

- 1. Prevent and reduce homelessness**
- 2. Reduce unnecessary criminal justice and emergency medical system involvement**
- 3. Increase self-sufficiency of veterans and vulnerable populations**

The 2012-2017 VHS Levy Key Implementation Strategies:

- 1. Supporting veterans and their families to build stable lives and strong relationships**
- 2. Ending homelessness through outreach, prevention, permanent supportive housing and employment**
- 3. Improving health through the integration of medical and behavioral health services**
- 4. Strengthening families at risk.**

## **VHS Levy Evaluation Principles**

Throughout the 2012-2017 VHS Levy, evaluation efforts, decisions, strategies and priorities will be guided by the following principles:

- Ensure evaluation process, products and reports are accessible and understandable to a broad array of community stakeholders and policymakers.**
- Align levy funded project, activity and performance measure with the overall VHS Levy goals and King County Strategic Plan.**
- Where a project approach is a best practice, verify it is implemented based upon the best practice guidelines with fidelity.**
- For projects where long term outcomes may not be observable for several years (i.e. successful childhood development), identify intermediate milestones and objectives wherever feasible to show the program is on course to achieving results.**
- Wherever possible, integrate evaluation and performance measurement with contract development and management activities. Build performance data collection into ongoing monitoring functions and support regional coordination of data collection efforts.**
- Establish targets in contracts and reporting as benchmarks for annual activity performance evaluation.**
- Ensure VHS Levy strategies and priority activities are informed by current community-based indicators of need, accurate assessment and documented evidence.**

## **Reporting**

The SIP calls for a schedule of reports to stakeholders, including to the oversight boards, partners, the public, media, and others.

Two regular reports that detail levy performance will be provided to the County Executive, County Council, and general public semi-annually

**1. Performance Evaluation Report****June 30 Annually**

Annual Performance Evaluation reports will cover January through December of the previous year and will be submitted to the King County Council by June 30. These reports will provide data on the performance of levy-funded activities, including progress toward meeting overall levy goals and strategies. More information on evaluation is provided in the section below.

**2. Mid-Year Performance Update****December 1 Annually**

In addition to the Annual Performance Evaluation Report, the levy will also publish a Mid-Year Performance Update to provide interim data that can be used to make necessary program modifications to improve performance. These reports will cover January through June of the year of submittal and will be transmitted by December 1.

Evaluation staff will develop dashboards that reflect key indicators and performance for each of the four levy strategies, and that communicate the results quickly and visually. These dashboards will be the centerpiece of the annual Performance Evaluation Report and the Mid-Year Performance Update and will be organized based on the Evaluation and Performance Measurement framework and evaluation matrixes identified in Section II.

The basis for all evaluation reporting will be activity level performance reports and evaluations. Evaluation staff will review each levy activity and prepare annual templates that capture performance, lessons learned, and strategies for continuous improvement. These activity level reports will be aggregated annually into a compendium to be used as quantitative resources in contracting and policy level review. The annual compendium will be developed by July of each year for the prior calendar year and provided to the levy Boards and other interested stakeholders.

**Evaluation Performance Measurement Scope/Framework**

The major performance measurement evaluation activities conducted by VHS Levy Evaluation staff will have three areas of focus:

- 1. Performance evaluation and reporting:** Establishing and evaluating performance measures that, in aggregate, assess progress towards the overall VHS Levy goals
- 2. Establishing and maintaining indicators of need and status of priority populations**
- 3. Improving service delivery and business information processes**

**1) Performance evaluation and reporting**

Accountable stewardship of Levy funds demands that each activity measure its performance and integrate results in a process of continual quality improvement. Each activity is a contributor to meeting an overall levy goal or strategy, but has unique activity-specific objectives, service outputs and outcomes.

Contract reporting and data standards are reviewed continually and refined over the life of the levy. Evaluation staff will work with contract monitors and project managers to determine performance targets and agree upon measures that can be used for cross-project comparisons. The following elements are reported for each performance measure:

- Type of activity: Levy activities are designed to work at different levels to collectively impact the overall Levy goals. The following types of activities are funded by the Levy:
  - Client engagement – These outreach services aim to engage high need individuals.

- Crisis intervention – Stabilization services such as shelters and financial assistance provide immediate resources to clients.
- Services intervention – Intervention services such as education and job training programs build skills and capacity for individuals or families.
- System resources – System resources build capacity throughout the service delivery network, such as professional development for providers.
- 2017 Target(s)
- Type of performance measure
  - How much – The amount of services provided (e.g., number of visits, families enrolled)
  - How well – The amount or percent of services that were provided using (e.g., clients receiving new information, clients who were satisfied)
  - Is anyone better off – The number or percent of clients whose status improved while they participated in the program (e.g., job placement, depression remission)

## 2. Establishing and maintaining indicators of need and status of priority populations

Where feasible, population-based data, such as census data, and community level indicators will be used to define need and measure progress toward achieving goals. Staff will work with regional and community indicator data, research and evaluation reports on best practice, service inventories, census data and self-created data sets to create current status reports. The Levy evaluation efforts in 2012-2017 will include support for community indicator projects, such as Communities Count, that provide regional specific data on emerging trends for families, children and persons in poverty. The evaluation staff will provide updated reports on the status and emerging trends of King County veterans, homeless individuals and at-risk families.

## 3. Improving service delivery and business information processes

For the 2012-2017 VHS Levy, evaluation staff will continue to provide technical assistance and be involved in the development and refinement of contracting and reporting systems that are the basis for performance measurement.

## SECTION II – LEVY EVALUATION MATRICES

The following matrices identify how each Levy funded activity in the 2012-2017 SIP will report results in the context of contributing towards goals and objectives. For the purposes of developing the dashboards, each activity demonstrates movement towards a “Primary Goal” as described in the SIP, procurement plans and the evaluation templates (Attachment A). Where an activity accomplishes significant progress towards a secondary goal, they will report on those measurements as well. These secondary goals are identified as (X).

### Strategy 1: Supporting veterans and their families to build stable lives and strong relationships

Activity	Overall VHS Levy Goals			Type of activity			
	<i>Prevent and reduce homelessness</i>	<i>Reduce unnecessary criminal justice and medical system involvement</i>	<i>Increase self-sufficiency for veterans and vulnerable populations</i>	<i>Engagement</i>	<i>Crisis Intervention</i>	<i>Services Intervention</i>	<i>System Resources</i>
1.1 (a) King County Veterans Program - Outreach			X	X	X	X	
1.1 (b) King County Veterans Program - Shelter	X		(X)		X		
1.1 (c) King County Veterans Program – Financial Assistance	(X)		X		X		
1.1 (d) King County Veterans Program – Case Management	(X)		X			X	
1.1 (e) King County Veterans Program – Electronic Client Records System (VIBE)			X				X
1.2.A Outreach to women veterans and veterans of color			X	X			
1.2.B Veteran information and referral			X	X			
1.2.C Homeless Veteran Street Outreach			X	X		X	
1.3 Veterans employment and training (Vet Corps)			X	X		X	
1.4.A PTSD treatment			X			X	X
1.4.B Military Sexual Trauma planning			X				X
1.5.A Veterans Incarcerated Program		X		X	X		
1.5.B Veterans legal assistance			X	X	X		X
1.5.C Emerging programs for justice involved veterans – Veterans Court		X		X		X	X
1.6.A Military Family Outreach			X	X		X	
1.6.B Military family counseling			X			X	

**Strategy 2: Ending Homelessness through outreach, prevention, permanent supportive housing and employment**

Activity	Overall VHS Levy Goals			Activity components			
	<i>Prevent and reduce homelessness</i>	<i>Reduce unnecessary criminal justice and medical system involvement</i>	<i>Increase self-sufficiency for veterans and vulnerable populations</i>	<i>Engagement</i>	<i>Crisis Intervention</i>	<i>Services Intervention</i>	<i>System Resources</i>
2.1.A Homeless street outreach (REACH)		X		X	X	X	
2.1.B Sobering center and Emergency Service Patrol	X			X			
2.1.C Mobile medical outreach	X			X		X	
2.1.D South King County homelessness outreach	X			X			
2.2 Capital funds for permanent housing	X						X
2.3 Housing Stability Program	X				X		
2.4.A Housing Health Outreach Team	(X)	X				X	
2.4.B On-site support services	X					X	
2.5.A FACT	X	(X)		X	X	X	
2.5.B FISH	X	(X)		X	X	X	
2.6.A Community employment services	X		(X)	X		X	
2.6.B Career Connections	X		(X)			X	
2.6.D King County internship/fellowship for Veterans			X	X		X	
2.7 Homeless youth and young adult initiative	X					X	

**Strategy 3: Improving health through integration of medical and behavioral health services**

Activity	Overall VHS Levy Goals			Activity components			
	<i>Prevent and reduce homelessness</i>	<i>Reduce unnecessary criminal justice and medical system involvement</i>	<i>Increase self-sufficiency for veterans and vulnerable populations</i>	<i>Engagement</i>	<i>Crisis Intervention</i>	<i>Services Intervention</i>	<i>System Resources</i>
3.1.A Integrate mental health and chemical dependency services in community health clinics			X	X		X	
3.1.B Integrate mental health and chemical dependency services in community health clinics for veterans			X	X		X	
3.2 Veterans and trauma competency training			X				X
3.3 Health care reform system design and implementation			X			X	X
3.4 Depression intervention for seniors - PEARLS			X	X		X	
3.5 Facilitating of ongoing partnerships			X				X
3.6 Client Care Coordination	(X)	X		X			

**Strategy 4: Strengthening families at risk**

Activity	Overall VHS Levy Goals			Activity components			
	<i>Prevent and reduce homelessness</i>	<i>Reduce unnecessary criminal justice and medical system involvement</i>	<i>Increase self-sufficiency for veterans and vulnerable populations</i>	<i>Engagement</i>	<i>Crisis Intervention</i>	<i>Services Intervention</i>	<i>System Resources</i>
4.1.A Nurse Family Partnership			X			X	
4.1.B Health Start Program			X	X		X	
4.2 Maternal depression reduction			X	X		X	
4.3.A Promoting First Relationships			X			X	X
4.3.B Family and Friends Network			X			X	X
4.4 Passage Point		X	(X)			X	
4.5.A 2-1-1 Community Information Line			X	X			
4.5.B Cultural Navigator Program			X	X			